MULTIMEDIA UNIVERSITY®

STUDENT ID NO

MULTIMEDIA UNIVERSITY

FINAL EXAMINATION

TRIMESTER 2, 2022/2023 (TERM ID 2220)

BIN 2024 – INNOVATION MANAGEMENT

(All sections/Groups)

13 JULY 2023
2.30 p.m. – 4.30 p.m.
(2 Hours)

INSTRUCTIONS TO STUDENT

1. This question paper consists of 3 pages including cover page.
2. Attempt **ALL** questions. The distribution of the marks for each question is given.
3. Please write all your answers in the Answer Booklet provided.

ESSAY QUESTIONS (100 MARKS)

INSTRUCTION: ANSWER ALL QUESTIONS

QUESTION 1

Despite being in different industries, Louis Vuitton and BMW are both exclusive luxury brands focused on craftsmanship. Those who can afford a BMW vehicle can probably also afford a Louis Vuitton bag. Because of their shared audience and values, the two brands partnered up to create a collection of Louis Vuitton bags custom made to pair with the BMW i8 sports car. According to Patrick-Louis Vuitton, Head of Special Orders at Louis Vuitton, "This collaboration with BMW epitomizes our shared values and creativity, technological innovation and style."

The four-piece bag set comes in a sleek black outer colour and electric blue lining that matches the car's design perfectly. Each one is also made from material you don't see too often in bags – carbon fibre, just like the i8's passenger cell. Plus, the entire set of bags fits perfectly into the i8's parcel shelf. The Louis Vuitton bag set may have retailed for a whopping $20,000, but that's a reasonable price for someone who may also be in the market for a car worth over $135,000.
(Source: https://referralrock.com/blog/strategic-alliance-examples/)

a) Based on the above extract, name the type of collaboration arrangement between Louis Vuitton and BMW. Justify your answer. (5 marks)

b) Explain any other **FOUR (4)** forms of strategic alliances that organisations may undertake with related Malaysian examples. (20 marks)

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QUESTION 2

a) Planning decisions are directed towards the future, which is why strategy often is considered to be as much an art as a science. Predicting the future is extremely difficult and there are many factors to consider: economic, social, political, technological, natural disasters, etc. The R&D function also has to make some assessment of the future to perform effectively. Identify and explain the **FOUR (4)** factors that Senior R&D Managers have to consider in order to plan and link R&D management with their business strategy. (20 marks)

b) What is Research and Development? (5marks)

QUESTION 3

a) Define "Skunkworks". (5 marks)

b) Appraise **TWO (2)** advantages and **TWO (2)** disadvantages of having Skunkworks as part of an organisation's R& D strategy. (20 marks)

QUESTION 4

Product Platform means a family of products based on a similar architecture that will typically contain many common parts and Product Specifications (e.g., individual products within a platform will be based on the same technologies but may vary in resolution or features). There are many benefits to using a product platform strategy. Explain any **FIVE (5)** of these benefits with relevant examples.

(25 marks)

[TOTAL 100 MARKS]

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